

Leading the Arts in Indiana



Strategic Plan 2006 through 2011

**Recognize Public Value
Energize Arts Environment
Vitalize Community Quality**



Preamble



In 1969, the Indiana General Assembly created the Indiana Arts Commission (IAC) to replace an earlier commission created in 1965. The IAC's enabling legislation (IC 4-23-2-2) charged the Commission to "stimulate and encourage throughout the State the study and presentation of the performing and fine arts and public interest and participation therein."

One of the 56 state and jurisdictional arts agencies, the IAC is funded by appropriations from the Indiana General Assembly and also a multi-year federal grant awarded by the National Endowment for the Arts, mandated by Congress to allocate 40% of its program funds to state arts agencies.

The Governor of Indiana appoints the 15 members of the Commission, and this body meets quarterly to establish public arts policy and make all funding decisions. Additionally, the Commission appoints an executive director who oversees the full-time staff.

As the result of previous strategic planning, in 1997 the IAC became one of a handful of states to decentralize its service delivery structure by creating a statewide network of 12 Regional Arts Partners. The formation of the Regional Arts Partnership provided a fundamental change in the structure and approach to service delivery for the IAC. The IAC regionalized most of its service delivery and shifted its focus to serving statewide and multi-regional programs and the 12 Regional Arts Partners. The majority of the state's arts providers receive funding and other arts development services (cultural needs assessment and planning, technical assistance, and information and referral) from one of the 12 Regional Arts Partners.

Along with creation of the Regional Arts Partnership, the Commission also streamlined its centralized grantsmaking into fewer programs managed by IAC staff. For FY 2008-2009 these will include Individual Artist Projects, Capacity Building Program, Major Arts Institutions, Regional Arts Partners, and Strategic Collaborations.

Coinciding with this dramatic change in service delivery, the IAC reduced the number of staff from 20 to 13. Salary savings from the reduction of these 7 positions funded the Regional Arts Partnership. Subsequent budget reductions led to the loss of two additional staff. The 45% decrease in IAC staffing has resulted in a leaner organization with no depth in some functions and limitations on the IAC's ability to create and/or leverage

opportunities. The implementation of on-line grant application system over the next few years is designed to help the IAC reallocate staff time.

During the last five fiscal years (FY 2002-2006), a flagging state economy has resulted in across-the-board budget reductions for most State of Indiana agencies, including the IAC. As a result, the agency is 15% below its FY 2002 state appropriation. The coinciding of these reductions with the successful implementation of the Regional Arts Partnership has been unfortunate and challenging.

In 1997, the General Assembly passed the IAC Cultural Trust legislation, which provided for the IAC to receive an annual appropriation once the trust corpus reached \$50 million from sales of the Arts Trust license plate. To implement the intent of the original legislation for benefiting the IAC, the Commission will seek to reduce this amount to \$1 million during the 2006 legislative session. Given the current rate of plate sales, the reduced corpus figure should be achievable in approximately one year.

Advocacy with the Governor's Office, with the Office of Management and Budget, and with members of the General Assembly is a high priority for the IAC and its constituents. To increase effectiveness in this area, the statewide arts advocacy organization is currently reorganizing its corporate structure and the methods by which it develops grassroots advocacy for arts-related issues and policy. The individual Commissioners have also made a greater commitment to advocacy.

The total audience for IAC-funded arts experiences in FY 2003 was 16.2 million persons. This figure included 5.2 million children who participated in youth-focused arts activities and 2.8 million senior adults. School-age children represent 32% of the total audience, older Hoosiers are 17%, and adults ages 18-64 comprise 51% of the total population. The number of children attending arts events increased from FY 2001 to FY 2003 by 20%.

The Indiana Arts Commission is proud of its accomplishments in fostering a positive environment for the growth of the arts in Indiana. The IAC is even more excited by the upcoming opportunities for encouraging future generations of great artists, arts educators, and people who value the arts as an integral part of their individual lives and communities.

Leading the Arts in Indiana – this visionary strategic plan positions the IAC to explore new horizons in improving community life. This will be marked by developing new and/or enhancing existing collaborations and partnerships with public and private enterprises, partnerships with the State's economic development initiatives, and a heightened attention to arts advocacy, public value, and resource development.

This strategic plan will set the tone for the IAC's role in enhancing pride in place for Indiana communities and their competitiveness as places of choice for living, learning, working, and raising families.

The Indiana Arts Commission embarked on its current strategic planning process in fall 2005 by convening a Strategic Planning Task Force (See Addendum) to review past planning accomplishments, identify opportunities and issues, and help craft a new vision for the Commission. The Strategic Planning Task Force, chaired by Commissioner Sandra Clark, was guided in

this process by Rabindra N. Mukerjee, Director of Strategic Planning and Assessment for Purdue University, who graciously provided his services pro bono. The Indiana Arts Commission thanks him for his generous commitment of time, vision, and wordsmithing.



VALUES AND CULTURE

Through effective stewardship of funding for the arts, advocacy, and leadership, the IAC strives to serve the state's rich and diverse arts and cultural community. This community includes arts organizations, community organizations providing arts experiences for people of all ages, individual artists, and arts audiences.

The 2006 strategic plan of the National Assembly of State Arts Agencies (NASAA), the national service organization for 56 state and jurisdictional arts agencies, addresses the value of a public sector role in the arts.

"Every community in America deserves the opportunities and public benefits that the arts provide. While it represents a modest share of total arts funding, government support plays a unique and essential role that can't be addressed by market interventions or philanthropy. Government support ensures:

- That the public interest, not just popularity or profit, guides arts investments.
- That the benefits of the arts accrue to all people, not just to the elite.
- That funding for the arts is fairly and equitably distributed and accountably spent.
- That non-commercial activities, such as improving the thinking skills of children or preserving our cultural heritage for the next generation, are supported in the public interest
- That the long-term needs of the state are addressed strategically.
- That the arts contribute to other policy goals. (NASAA, 2006)
- The IAC is committed to building the capacity and success of artists, large and small arts organizations, and its Regional Arts Partners through financial support based on three criteria – quality, community need and public support, and management.

The Indiana Arts Commission involves a wide range of artists and other citizens in its funding decision through active recruitment of volunteers for statewide grant review panels, regional advisory councils, and regional grant review panels. Members of the Commission, its staff, and volunteer grant review panelists have been skillful in addressing the needs, challenges, and opportunities that arts providers face in their efforts to provide high quality arts experiences to children, youth, and adults across the state.

Historically, the Indiana Arts Commission has not sought private monies so as not to compete with the organizations it funds. This has presented a challenge to the Commission in the face of its own budget concerns.

The Indiana Arts Commission is grounded in the belief that the arts play a leading role in education, in community and economic development, in quality of life, and in development of the individual. With that in mind, the IAC rededicates itself and its resources to the provision of financial, technical, and informational services so vital to the sustainability of the arts and arts organizations, and to the vibrancy of Indiana's communities.

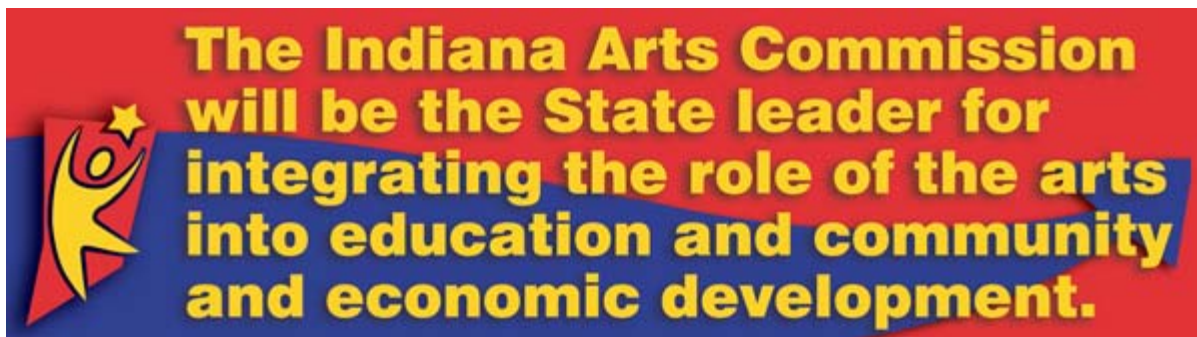
MISSION: Advocacy



Key Characteristics:

- Advocating arts development opportunities across the state, and stewarding effective use of public and private funds for the arts.
- Enhancing arts awareness, life-long learning opportunities, and P-12 arts education programs.
- Stimulating public interest in and participation with the State's arts resources and cultural heritage.
- Encouraging the presence of the arts in communities while promoting artistic quality and freedom of artistic expression.
- Facilitating the development of the arts, artists, arts organizations, and arts audiences across the state.

VISION: Leadership



Key Characteristics:

- Creating an effective model for leading the role of the arts in the growth of Indiana's communities as places of choice.
- Stimulating an environment that promotes arts for everyone, everyday, and everywhere.
- Articulating the individual and public value of the arts, and engendering public ownership of this value, in enhancing the quality of life in the State.
- Fostering publicly responsive arts planning processes that contribute to community development.
- Expanding resource partnerships that increase public and private support for state-wide as well as community-based arts initiatives.

Goal I: Recognize Public Value

Articulate persuasively the public value of the arts, and evoke public awareness and ownership of this value.

Key Characteristics:

- Leadership in state-wide arts planning, and in shaping and promoting the public agenda for the arts.
- Pervasive ownership of the public value of the arts demonstrated by sustained public support.
- Significant growth of private sector support for the arts leveraged by state-wide public support.
- Partnerships and material support for the arts from public and private sectors at the national, state, and local levels.
- A growing citizenry in the state actively participating as consumers, advocates, practitioners, and patrons of the arts.

Key Strategies:

- Develop a measurable process that assesses public involvement in the arts and public opinion on the impact of the arts on community life. Collaborate with arts organizations to develop a process that crafts and conveys messages on the public value of the arts, fosters citizen dialogues on the value and benefits of tax payer investments in the arts; and champion the role of the arts.
- Collaborate with Regional Arts Partners as ambassadors to convey the public value messages and persuade citizens to support their regional/local arts organizations.
- Discover “art treasures” in communities and promote their public value toward cultural heritage.
- Pursue state and federal legislative advocacy with elected officials to enhance public support for the arts and arts development.
- Participate in the “Americans for the Arts” initiative as an instrument to promote public value through econometric modeling.
- Develop partnerships with allied entities such as in the design arts, tourism, and with parks and recreation toward a holistic and rich arts environment.
- Seek partnerships with the private sector in enhancing arts awareness, value, and sustainable support.

Key Metrics [Strategy Index]: I=Input P=Process O=Output

- I/P - Completion of assessment survey every 3-5 years. [a].
- I/P - Assessment of communication effectiveness; number of citizens addressed. [b].
- I/P - Commissioner activities; number of communities/citizens served. [c].
- O - Number of Regional Partners engaged; number of organizations served. [d].
- O - Number/type of “treasures” identified; number of communities/citizens served. [e].
- O – Per capita appropriation for the arts; growth of public support. [f].
- I/P - Completion of project; dissemination of results. [g].
- O - Number/type of partnerships; number of public and private entities. [h].
- O - Number of partnerships; number of citizens served; growth in private support. [i].

Goal 2: Energize Arts Environment

Create a state-wide ubiquitous arts environment, and an infrastructure for sustainable presence of the arts in communities.

Key Characteristics:

- Leadership in championing the arts by encouraging, promoting, expanding, facilitating, and funding the arts in communities.
- Increased capacity of community arts organizations to create and sustain vibrant arts environments.
- Robust arts programming and artist development initiatives including those through collaboration with other partners.
- Enhanced consumer awareness and participation in communities achieved through effective marketing of the arts.
- Access to the arts and life-long learning opportunities for a wide range of diverse populations.

Key Strategies:

- a. Serve as a vital resource for the regional partners and local arts organizations in enhancing their arts environments.
- b. Provide leadership in attracting new audiences to arts experiences and increase artist participation by capturing new markets and creating outreach opportunities.
- c. Recognize and cultivate experimentation and innovations in artistic expression by fostering creativity, exploration, and freedom of expression.
- d. Encourage collaborations and partnerships among commercial and non-profit arts providers to expand the arts environments and experiential opportunities.
- e. Promote art in public places that enrich the environment and enhance human experience, and develop a “percent for art” initiative and seek legislative support for its sustained presence.
- f. Leverage state resources to increase partnership of local/community level support in enhancing the ownership of the arts by local organizations.
- g. Collaborate with P-12 and higher education providers to complement art education opportunities involving local arts organizations and expand life-long learning opportunities in the arts in presenting breadth and depth of art forms and experiences.

Key Metrics [Strategy Index]: I=Input P=Process O=Output

- I - Number and types of organizations and services/support provided. [a].
- O – Demography of audience participants and artist participants. [b].
- O - Number and types of innovations. [c].
- O - Number and types of collaborations/partnerships, and experiences. [d].
- O - Number and types of projects/installations. [e].
- P/O - Development of initiative; enactment of legislation. [f].
- O – Revenue mix; growth of local/community support to the arts. [g].
- O - Number and types of opportunities; number of schools/students served. [h].
- O - Number and types of programs and audiences served. [i].

Goal 3: Vitalize Community Quality

Engage in community and economic development demonstrating the role of the arts in creating places of choice.

Key Characteristics:

- Leadership in integrating the role of the arts in the state's community and economic development initiatives.
- Consulting and advocacy roles in community arts development, and in fostering artist advancement.
- Vital partnerships with private and public sector organizations for advancing the presence and quality of the arts in communities.
- Primary catalyst for arts service and infrastructure development for community arts organizations.
- A living model for utilizing the arts toward enhancing quality of life, and attracting new residents and industry/businesses to communities.

Key Strategies:

- Articulate the positive impacts of a rich diversity of the arts on creating places of choice through community and economic development, and promote the role of the arts in enhancing community vitality and in creating pride in place.
- Align with the State's community and economic development initiatives to promote the role of the arts in community prosperity, and collaborate with the Regional Arts Partners to effectively participate in local community and economic development.
- Strengthen existing partnerships, and develop new ones with the chambers of commerce and economic development commissions at state and local levels to assume effective roles in community development.
- Assume an effective role in recruiting and retaining businesses to communities through engagement with arts/business councils at various levels.
- Foster the state-wide growth of a creative economy that adds value, artistic resources, and breadth in the quality of community living.
- Participate in state and community-level tourism and its development as an investment toward economic growth.
- Pursue the availability of dedicated resources at the state-level toward arts and cultural facility development in communities.

Key Metrics [Strategy Index]: I=Input P=Process O=Output

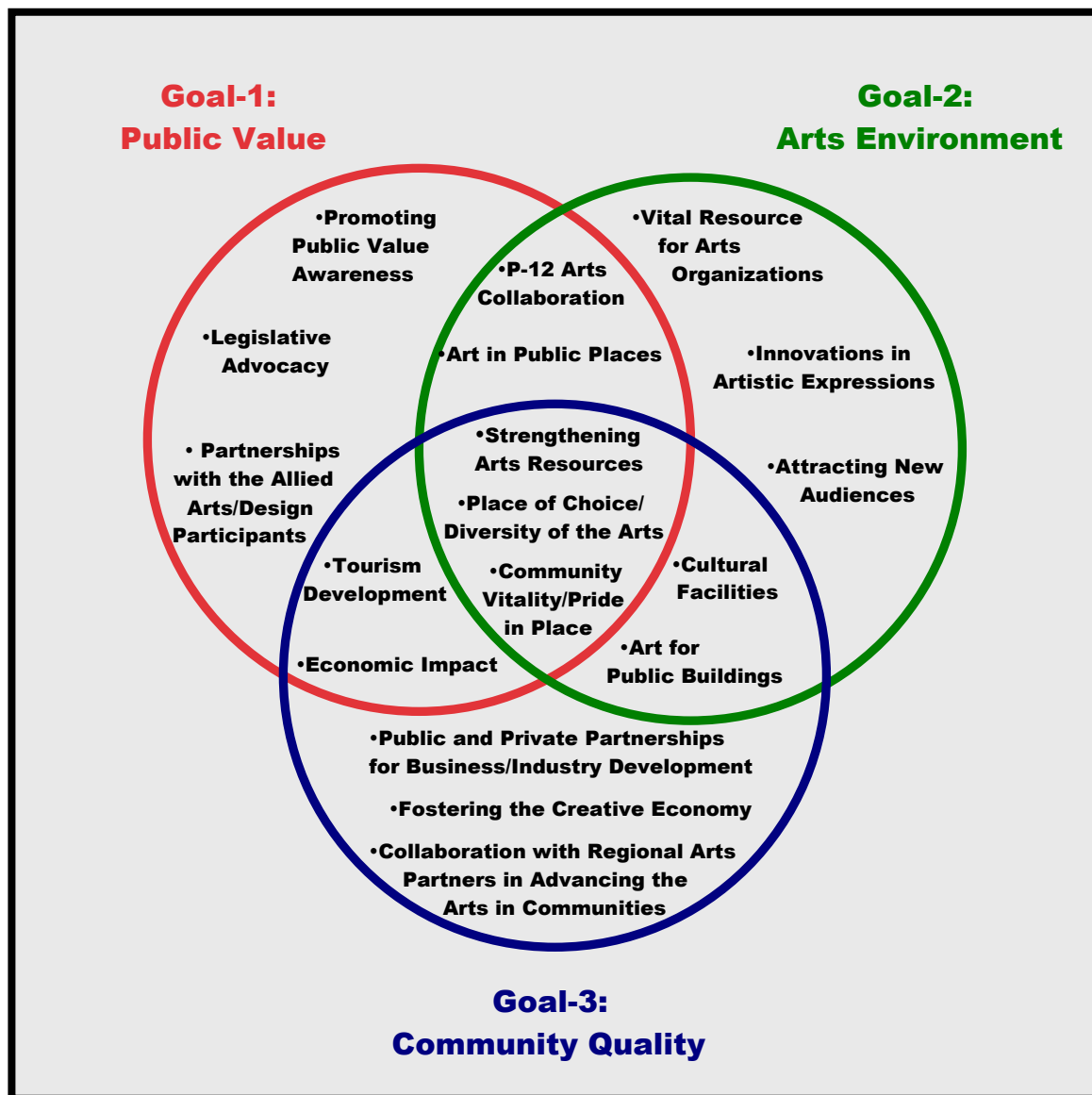
- P/I - Completion and communication based on a time line. [a].
- P - Number and types of initiatives; number of communities/citizens served. [b].
- P/I - Number and types of promotional activities, and communities/citizens served. [c].
- P/O - Number and types of partnerships, roles, and communities served. [d].
- P/O - Number of Regional Partners engaged, and communities/citizens involved. [e].
- P/O - Number of arts/business councils engaged, and number of businesses served. [f].
- O - Growth of creative economy; number of communities/citizens impacted. [g].
- O - Number of activities; tourism volume engaged. [h].
- O - Resources secured for cultural facilities. [i].

PLAN CONCEPT: Leading the Arts in Indiana

-Recognize Public Value-

-Energize Arts Environment-

-Vitalize Community Quality-



PEER ORGANIZATIONS

The Indiana Arts Commission will explore benchmarking opportunities by comparison with peer organizations of similar purpose, role, and scope in other states. The set of peers selected will challenge IAC to attain a higher level of success. Since the scope of these types of organizations around the nation might vary considerably, it may be necessary to tailor this comparison based on peer characteristics, i.e., the specific comparison factors might vary among the chosen peers. The primary characteristics surrounding the selection of these peers are as follows.

- | | |
|----------------------------------|-----------------------------------|
| a. State population | f. Impact of tourism |
| b. Per capita income | g. Arts advocacy efforts |
| c. Legislative appropriation | h. Arts partnerships |
| d. Total revenue/expenditure | i. Arts education initiatives |
| e. State economic growth/outlook | j. Decentralized arts programming |

Based on these characteristics, IAC has selected the following benchmark states (listed alphabetically) as peers for annual comparison purposes. The characteristics of the peer organizations in these states will be compared with those of Indiana to determine specific achievement targets and to study best practices for improvement. (Over time, this list may be adjusted based on new information that becomes available.)

- | | |
|-----------------|------------------|
| — Arizona | — North Carolina |
| — Kentucky | — Ohio |
| — Maryland | — Wisconsin |
| — Massachusetts | |

BENCHMARKS

Various benchmarks will be reviewed annually to assess the progress of IAC in comparison with its peer organizations. Based on the metrics identified for each goal, the following key benchmarks have been identified for annual comparison with the peers.

- | | |
|--|--|
| — Per capita appropriation for the arts | — Breadth/depth of arts programming |
| — Arts philanthropic funds leveraged by appropriations | — Economic impact of the arts |
| — Annual budget/revenue mix (e.g., IAC) | — Business/industry growth |
| — Advocacy/community development plan/initiatives | — Partnerships/collaborations (public and/or private sector) |
| — Arts audience/participant demography | |
| — Philanthropic support from business/industry | |

KEY PRIORITIES FOR NEW/INCREASED

With this strategic plan, IAC will position itself in addressing a number of key priorities. As featured in the Plan Concept, these key priorities emerge from the most salient aspects of the goals and strategies. Correspondingly, the following key investment areas are identified, some of which also subsume other priorities. Successful undertaking of these key priorities and investments will be critical in achieving the strategic plan vision.

Several of these priorities will require the investment of new and/or reallocated resources. For this purpose, new revenues and reallocations growing over the five-year plan period will be allocated commensurate with the stepped growth of these funds. A preliminary estimate of the scope of these revenues/reallocations and their investment toward these key priorities are summarized below. (All amounts are in 2005 dollars.)

KEY PRIORITIES/INVESTMENTS	SOURCE	\$ TOTAL	\$ GOAL-1	\$ GOAL-2	\$ GOAL-3
			PUBLIC VALUE	ARTS ENVIRONMENT	COMMUNITY QUALITY
Starting Resource Base (2005)	A	4,101,900 100%	432,494 11%	2,877,712 70%	791,694 19%
New Investments (Recurring Base):					
Promoting Public Value/Awareness [1]	A	80,000	80,000		
Legislative Advocacy [2]	B,C,E	70,000	70,000		
Partnerships with Allied Arts/Design [3]	B,C,E	60,000	30,000	30,000	
P-12 Collaboration [4]	B,D	750,000	250,000	500,000	
Strengthen Arts Resources [5]	A	1,500,000		1,000,000	500,000
Attract New Audiences [6]	A	55,000		55,000	
Innovations in Artistic Expressions [7]	B,D,F	250,000		250,000	
Assess Economic Impact [8]	B	100,000			100,000
Included in the Investments Above:					
Art for Public Buildings [1,2]; Art in Public Places [1,2,3]; Tourism Development [1,3,5,6,7,8]; Cultural Facilities [1,2,3]; Collaboration with Regional Partners [1-8]; Partnerships for Bus./Industry Dev. [3,5,6,7,8]; Fostering Creative Economy [3,5,6,7,8]; Resource for Arts Organizations [3,5,7]; Place of Choice/Arts Diversity [1,2,3,5,6,7]; Community Vitality/Pride in Place [1-8]					
Total Recurring Base Investments		2,865,000 100%	430,000 15%	1,835,000 64%	600,000 21%

Note: Revenue Sources

- a. All Sources
- b. State/Local Tax Funding
- c. License Plate Revenue
- d. Grants
- e. Regional Partner/Member Support
- f. Private Support (Corporate/Individual)

IMPLEMENTATION

Leading the Arts in Indiana

**Recognize Public Value
Energize Arts Environment
Vitalize Community Quality.**

This strategic plan presents a promising vision and achievable goals for the Indiana Arts Commission (IAC). Once adopted, realization of the plan will require the concerted effort of Commission members, staff and volunteers through the Commission's governance structure.

As the Commission undertakes implementation of this strategic plan, annual action plans will be designed based on the priorities selected by the Commission. The action plans will identify staffing needs and adjustments, appropriate governance policies and procedures, implementation time lines, and specific responsibilities of Commission members, Executive Director, staff, volunteers, and others as appropriate.

Key priorities selected by the Commission will guide the allocations made and annual budgets developed. These allocations will take into account existing revenues, reallocations of existing revenues, and appropriate apportionments of the realized revenue increases projected for the plan period.

To implement the Strategic Plan, the Commission will utilize its Committee on the Future to:

- Recommend the selected priorities and corresponding action plans for each year;
- Propose methods for carrying out the action plans to address the priorities;
- Define, collect, and analyze metrics data for each of the goals;
- Review progress made on the strategic plan goals based on the metrics and benchmark comparisons with peer organizations on an annual basis;
- Propose mid-course adjustments to the strategic plan, if any, based on level of progress and/or unforeseen changes in the environment such as the operational environment, resource outlook, and the community/political environment.

This will help the Commission assess progress on the goals based on the investment of resources, and adjusting the priorities, action plans, and resource allocations as needed.

A comprehensive review of strategic plan accomplishments vis-à-vis the cumulatively invested resources will be conducted at the end of the plan implementation period. This review will serve as the basis for developing the next strategic plan of the Indiana Arts Commission.

The mission, vision, goals, strategies, and key priorities that have been articulated in this strategic plan represent the commitment of the Commission. The Commission is excited about the vision it has created and now looks forward to implementing this plan, and emerging as "... the state leader for integrating the role of the arts into education and community and economic development."

ADDENDUM

In the fall of 2005, the Indiana Arts Commission convened a Strategic Planning Task Force that met every other week for a total of 6 meetings. This Task Force was charged with reviewing the IAC's current strategic plan, discussing current research in creating public value in the arts, and envisioning the future for the IAC and for the arts in Indiana. The Task Force was guided in this process by Rabindra (Rab) N. Mukerjea, Director of Strategic Planning and Assessment at Purdue University.

By mid-December, a draft plan was finalized by the Strategic Plan Task Force for Commission and public review and comment. The public review involves posting the draft strategic plan and a response form on the IAC website and including information and links to both in the IAC's electronic newsletters, which reach thousand of artists, arts organizations, arts supporters, elected officials, and business and education leaders.

Once the public review is completed and the comments tabulated, the IAC will evaluate the comments and modify the draft strategic plan as necessary. A final draft will be reviewed by the IAC Committee on the Future and by the full 15-member Commission.

When the Strategic Plan is adopted by the Commission, IAC staff and Commissioners will develop annual implementation plans based on the guidelines referenced in the Implementation section of the plan.

The Indiana Arts Commission thanks the members of the Strategic Planning Task Force for their unstinting dedication to this task and for sharing their ideas, vision, and passion for the arts with the Commission.

Sandra Clark, Committee Chairman
Bloomington

Jon Kay, Manager
Traditional Arts Indiana

Robert Anker, President
Indianapolis Symphony Orchestra

Jeanne Mirro, Commission
Ft. Wayne

Warren Baumgart, Executive Director
Columbus Area Arts Council

Daniel Ross, Interim Director
Ft. Wayne Philharmonic

Kari Evans, Governor's Liaison
Office of the Governor

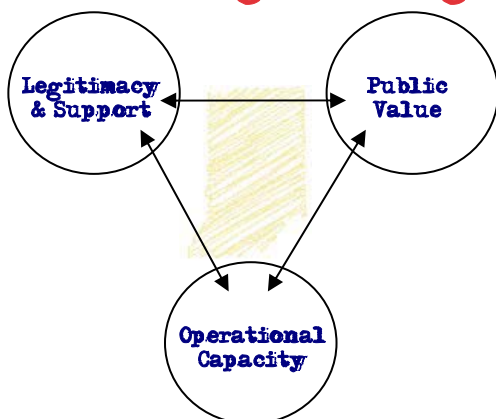
Ron Stratten, Commission Chairman
Indianapolis

Sally Gaskill, Vice President
Indiana Advocates for the Arts

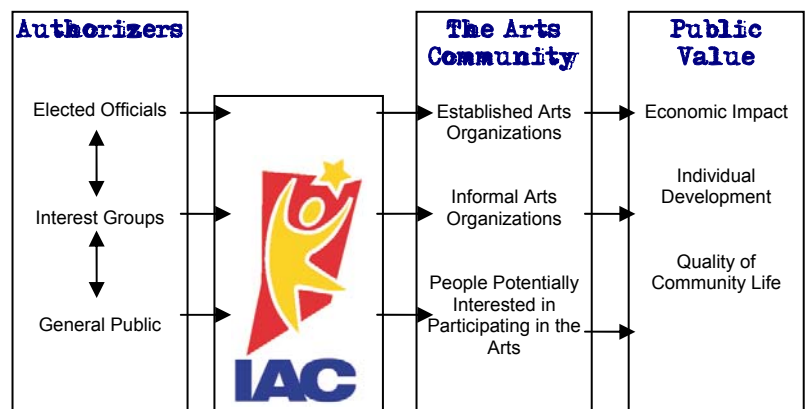
Steve Tuchman, Commissioner
Indianapolis

The Commission also thanks Rab Mukerjea for his leadership and direction as the IAC's Strategic Planning consultant and Kelly Barsdate and her staff at the National Assembly of State Arts Agencies for the extensive research and statistical and policy analysis of peer states.

The Strategic Triangle



The Value Chain



Strategic Plan Listening Tour Attendance

Site: Bloomington

Date: February 9, 2006

Tom Zoss, Bloomington Area Arts Council, Bloomington, 47405
Gerry Sousa, Bloomington Area Arts Council, Bloomington, 47405
Mike Wilkerson, ArtsWeekly, Indiana University, Bloomington, 47405
Sally Gaskill, Indiana Advocates for the Arts, Bloomington, 47405
Miah Michaelson, Waldron Arts Center, Bloomington, 47405
Nancy Krueger, City of Bloomington, Bloomington, 47405
Peter Jacobi, Indiana Arts Commission, Bloomington, 47405
Lynn Swartzberg, , Bloomington, 47405
Danise Alano, City of Bloomington, Bloomington, 47405
Rachael Himself, Bloomington Playwrights Project, Bloomington, 47405
John Kinzer, Indiana University Theater & Drama, Bloomington, 47405

Site: Muncie

Date: February 17, 2006

Terry Whitt Bailey, Cornerstone Center for the Arts, Muncie, 47305
Sue Burk, Arts Place, Inc., Portland, 47371
Eric Rogers, Arts Place, Inc., Portland, 47371
Kristen Jeffers, Muncie Children's Museum, Muncie, 47305
Jama Cashdollar, Muncie Children's Museum, Muncie, 47305
Julia Dotson, Anderson's Mainstage Theatre, Anderson, 46015
Darrin Morrell, Muncie Civic Theatre, Muncie, 47305
Marty Grubbs, Muncie Civic Theatre, Muncie, 47305

Site: South Bend

Date: February 20, 2006

Dick Stifel, Indiana Arts Commission, South Bend, 46601
Jill Tulchinsky, Conservatory of Dance, South Bend, 46614
Whisart Bell, Vesper Chorale, South Bend, 46614
Vernell Ball-Danie, African American Arts Association, South Bend, 46601
Annie Binder, Studio Arts Center, South Bend, 46616
John Yorwiz, Light Rosp, Elkart, 46514
George Adler, City of South Bend, South Bend, 46642
Sanday Adler, City of South Bend, South Bend, 46642
Jeanne Mirro, Indiana Arts Commission, Fort Wayne, 46814

Site: Gary

Date: February 21, 2006

Amy Davis Navardauskas, Lubeznike Center for the Arts, Michigan City, 46360
Myron P. Nidetz, Arts Patron, Munster, 46321
J. Allen Johnson, Race Relations Council, Gary, 46407
John Cain, Norther Indiana Arts Association, Munster, 46321
Ann Fritz, IU Northwest, Gary, 46408
Irene Smith King, Indiana Arts Commission, Gary, 46403
Patti Lundberg, Center for Regional Excellence, Gary, 46408

Site: Evansville

Date: February 27, 2006

Jane Kline, Evansville Museum, Evansville, 47713
Sondra Matthews, Evansville African American Museum, Evansville, 47713
Amy Musia, Artist, Evansville, 47713
Joyce Donaldson, New Harmony Project, Evansville, 47725
Amy Wyck, Public Education Foundation, Evansville, 47708
Howard Abrams, Arts Council, Cypress, Evansville, 47715
Judy Greenburg, New Harmony Project, Boonville, 47601
John Goldwin, Area Arts Council, Evansville, 47715
Jane Vickers, Patchwork Central, Evansville, 47713
Keith Tatum, Evansville Dance Theatre, Evansville, 47715
Kim Racey, Evansville Dance Theatre, Evansville, 47715
D. Eugene Hamme, Arts Council of SW Indiana, Evansville, 47708
Jack D. Schriber, Arts Council of SW Indiana, Evansville, 47708
Tom Wilhelmus, Arts Council of SW Indiana, Evansville, 47708
Jane Kline, Evansville Museum, Evansville, 47713
John W. Streetman III, Evansville Museum, Evansville, 47713
Debra Smith, Children's Center for Dance Education, Evansville, 47716
Carol & Howard Abrams, Arts Council of SW Indiana, Evansville, 47716
Cindy Kuester, Arts Council of SW Indiana, Evansville, 47708
Jean Ambrose, Arts Council of SW Indiana, Evansville, 47708
Andrew Yeager, WNIN-FM, Evansville, 47708
Amy Walker, Public Education Foundation, Evansville, 47708
Jon Goldman, Arts Council of SW Indiana, Evansville, 47708
Rita Eykamp, Evansville Museum, Evansville, 47713

Site: Indianapolis

Date: March 1, 2006

JoEllen Bendall, International Violin Competition, Indianapolis, 46204
Paul Norman, Indianapolis Pianist Foundation, Indianapolis, 46203
Carolyn Owens, Clowes Hall, Indianapolis, 46208
Simon Crookall, Indianapolis Symphony Orchestra, Indianapolis, 46204
Greg Charleston, Arts Council of Indianapolis, Indianapolis, 46204
Cassandra Howard, Young Audiences, Indianapolis, 46208
Emily Bhatti, Indianapolis Symphony Orchestra, Indianapolis, 46204
Stan Hunt, Arts Council of Indianapolis, Indianapolis, 46204
Cinda Baldwin, Conner Prairie, Fishers, 46038
Keesha Dixon, Asante Childrens Theatre, Indianapolis, 46222
Christina Koennecke, Indianapolis Museum of Art, Indianapolis, 46208
Don Steffy, Indiana Advocates for the Arts, Indianapolis, 46204
Lee Marks, Indiana Arts Commission, Shelbyville, 46176
Judy Meyersberg, Cantabile!, Indianapolis, 46203
Rex Camp, Dyslexia Institute of Indiana, Indianapolis, 46205
Cynthia Bates, Madame Walker Theater, Indianapolis, 46202

Site: New Albany

Date: March 6, 2006

Bill Ryall, IU Southeast Arts Councils , New Albany, 47150
Steve Gilliland, HC Community Foundation, Corydon, 47112
Beth Pattison, Arts Council of Southern Indiana, Floyds Knobs, 47150
Don Preston, Preston Arts Center, Inc., New Albany, 47150
Amanda Berystedt, Georgetown, 47122
Howard Steamboat Museum, Jeffersonville, 47131
Bob Hill, Hidden Hill Nursery, Utica, 47130
Kimberly Clark, Artist, Pekin, 47165
Kyle Ridant, Ogle Center, New Albany, 47150
John Walburn, Arts Council (ResCare), Madison, 47250
Bob Richie, , Clarksville, 47129
Andrea Grossman, Arts Council of Southern Indiana, New Albany, 47150